

**CONTRACT FOR COMMUNICATION CONSULTANCY UNDER THE LCDS
OUTREACH PROGRAMME**

THIS CONTRACT ("Contract") is entered into this 20 day of March 2015, by and between the **Office of Climate Change of the Office of the President ("the Client")** having its principal place of business at **Office of the President, Shiv Chanderpaul Drive, Georgetown, Guyana,** and **Outreach Strategies** (hereinafter called the **"the Consultant"**) having its principal place of business at **1001 Connecticut Avenue, NW, Suite 704, Washington, DC 20036, United States of America.**

WHEREAS, the Client wishes to have the Consultant perform the services hereinafter referred to; and

WHEREAS, the Consultant is willing to perform these services;

NOW THEREFORE THE PARTIES hereby agree as follows:

1. **Services**
 - (i) The Consultant shall perform the services specified in Annex A, "Terms of Reference Section (2) Scope of Services," which is made an integral part of this Contract ("the Services").
 - (ii) The Consultant shall perform the Services in adherence with the costs and with the provision of personnel listed in Annex B, "Breakdown of Cost" and in accordance with the methodology outlined in Annex D, "the Consultant's Technical and Financial Proposal";
 - (iii) The Consultant shall submit to the Client the reports in the form and within the time periods specified in Annex C, "Consultant's Reporting Obligations."
2. **Term**

The Consultant shall perform the Services during the period commencing 20 March, 2015 and continuing through 31 July, 2015, or any other period as may be subsequently agreed by the parties in writing.
3. **Payment**
 - A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed Two Hundred and Forty Nine Thousand Five Hundred and Ten United States Dollars (US\$ 249,510). This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant.
 - B. Schedule of Payments

The schedule of payments is specified below:

- 20% of the contract sum on contract signing;
- 20% of contract sum on submission and approval of the package for the initial communications stream by the Client's Coordinator;
- 10% of contract sum on submission and approval of the Communication Strategy and Plan by the Client's Coordinator
- 40% of contract sum on the submission and approval of communication materials by the Client's Coordinator
- 10% of contract sum on the submission and approval of the Final Report by the Client's Coordinator.

C. Payment Conditions

Payment shall be made in United States Dollars (US\$), no later than 30 days following submission by the Consultant of invoices in duplicate to the Coordinator designated in paragraph 4.

4. **Project Administration**

Coordinator.

A. The Client designates Ms. Gitanjali Chandarpal, Head of the Office of Climate Change, as the Client's Coordinator; the Coordinator will be responsible for the coordination of activities under this Contract, for acceptance and approval of the reports, as well as the communication strategy and of other deliverables by the Client and for receiving and approving invoices for the payment.

B. Reports.

The reports and items listed in Annex C, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment, and will constitute the basis for the payments to be made under paragraph 3.

- 5. Retention** The Client shall retain from each payment a portion of the funds in the sum of 10% of the contract sum pending completion of the assignment and on acceptance of the final report.
- 6. Liquidated Damages** Any delay on the part of the Consultant in completing the service within the stipulated period will render him liable to pay liquidated damages as follows:
- (a) A rate of 0.5 % per week of the contract sum
 - (b) A maximum of 10 % of contract sum
- Thereafter, the Client has the right to cancel the contract and demand all forms of damages;
- 7. Penalties** A Penalty for slow performance or non-performance will be imposed in the rate prescribed for liquidated damages. Slow or non-performance will be assessed against the project's approved work Programme and will commence from the first quarter of the project life.
After 10 % of the contract sum is deducted for penalties, the Client has the right to cancel the contract and demand all forms of damages;
- 8. Extension of Time** The parties may, given reasonable justification, extend the period of this agreement for a time mutually agreeable and approved in writing by both parties.
- 9. Performance Standards** The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory. The Consultant shall provide as a replacement a person with equal or higher qualifications and experience acceptable to the Client;
- 10. Confidentiality** The Consultants shall not, during or after the term of this Contract, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client;
- 11. Ownership of Material** Any studies reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the sole property of the Client.
- 12. Consultant Not to be Engaged in Certain Activities** The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than the Services and any continuation thereof) for any project resulting from the Services.

13. Insurance The Consultant will be responsible for taking out any appropriate insurance coverage necessary for the execution of this contract.

14. Assignment The Consultant shall not assign this Contract or Sub-contract any portion of it without the Client's prior written consent.

15. Termination Either party may terminate this Agreement at any time upon ten (10) days prior written notice. In such event, the Consultant shall return all work completed up to the effective date of termination to the Office of Climate Change, and the Office of Climate Change shall pay for all services, orders, materials, or facilities provided or committed by the Consultant in good faith prior to the effective date of termination. However, if the Office of Climate Change terminates this Agreement due to a material breach by the Consultant or due to the Consultant's failure to perform any of the Services to the Office of Climate Change, the Office of Climate Change may withhold payment for any such unsatisfactory Services until such Services are performed to the Office of Climate Change' satisfaction.

The Client, without detriment to any other sanctions of infringement of the provisions of Contract, by written notice of default sent to the Consultant, may terminate this Contract in whole or in part:

- (a) if the Consultant fails to perform the Services within the periods provided for in the Contract, or within an extension period of that Contract, or to perform any of its obligations under the Contract;
- (b) if bankruptcy procedures are applied to the Consultant, or it is declared insolvent;
- (c) if the Consultant, in the Client's determination (i) fail to comply with any terms of this Service, or (ii) has involvement in illegal acts including, without limitation, corrupt, fraudulent, coercive, collusive practices, abuse, embezzlement and/or theft, the Client may terminate the contract , in whole or in part, by giving written notice to Consultant.

The notice of termination shall specify the reason of termination, the extent to which performance of the Consultant under the Contract is terminated, and the date upon which such termination becomes effective.

16. Indemnification

The Consultant hereby covenants and agrees to indemnify the Client and to defend and hold the Client harmless from and against any and all liabilities, damages, costs and expenses (including reasonable attorney's fees) arising out of or resulting from any claim, action or other proceeding (including any proceeding by any of Consultant's employees, agents or contractors) related to or arising out of the performance of the Services under this Agreement.

**17. Law
Governing
Contract and
Language**

The Contract shall be governed by the laws of Guyana and the language of the Contract shall be English.

**18. Dispute
Resolution**

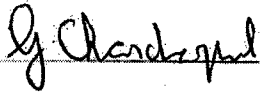
If any dispute arises between the Client and the Consultant for the Contract or in connection with it, the parties shall make every effort to resolve the dispute amicably by mutual consultation.

If an amicable resolution by mutual consultation cannot be made, then any such dispute arising out of or relating to this Contract shall be settled by arbitration before a single arbitrator in Georgetown, Guyana. The parties agree that judgment upon the award rendered by the arbitrator shall be final, binding and may be entered in any court having jurisdiction thereof.

FOR THE CLIENT

FOR THE CONSULTANT

Signed by:



Title: Head, Office of Climate Change

Date: 3-24-2015

Signed by:



Title:

President

Date:

3-24-2015

Annex A
Terms of Reference

**IMPLEMENTING THE LOW CARBON DEVELOPMENT STRATEGY OUTREACH
PROGRAMME: INFORMATION AND CONSULTATION PROJECT**

INTERNATIONAL COMMUNICATIONS AND OUTREACH CONSULTANCY

TERMS OF REFERENCE

Communications Planning and Implementation

1. Background

In June 2009, the Government of Guyana launched Guyana's Low Carbon Development Strategy (LCDS) which seeks to align Guyana's national development interests with the global need to combat climate change, and to provide the means to place Guyana's approximately 18 million hectares rainforest under long-term protection. This is in line with a vision set out by Guyana several years ago to provide a model for the world on how to prevent greenhouse gas emissions from deforestation, currently the cause of about 17% of global emissions.

The Low Carbon Development Strategy seeks to provide the means to stimulate the creation of a low-deforestation, low-carbon, climate-resilient economy in Guyana, whereby:

- i. Guyana can place almost its entire rainforest under long-term protection. This will avoid emissions of 1.5 gigatons of CO₂e (carbon dioxide equivalent which includes other greenhouse gases) by 2020 that would have been produced by an otherwise economically rational development path. With the availability of the right economic incentives through an Interim REDD+ arrangement (such as the current arrangement with the Government of Norway), Guyana is working to maintain over 99.5% of its standing forest.
- ii. This builds on Guyana's proposals on how forest incentives can be incorporated into an international REDD+ agreement – and how Guyana can sustain the carbon sequestration provided by its forest into the future, initially deploying interim forestry payments from Guyana's current partnership with the Norwegian Government and other sources, and subsequently through the UNFCCC's Reduced Emissions from Deforestation and Degradation (REDD) mechanism which is due to be implemented from 2020.
- iii. These payments can enable Guyana's economy to be realigned onto a low-carbon development trajectory. Guyana can generate economic growth at or in excess of projected Latin American growth rates over the coming decade, while simultaneously maintaining its forest as a major climate utility, and eliminating over 92% of energy related emissions through the use of clean energy. If successful, Guyana's LCDS will see Guyana voluntarily deliver greater greenhouse gas emissions reductions than almost any other country in the world (and more than all developed countries), sustain one of the world's lowest deforestation rates, and possibly become the highest user of clean energy in the world by 2017. Guyana's people and productive land can be protected from changing weather patterns. Investments in priority climate adaptation infrastructure can

reduce the 10% of current GDP which is estimated to be lost each year as a result of flooding.

Through these efforts, Guyana aims to enhance Guyana's national development, and at the same time, to provide the world with a scalable, replicable model from which the UNFCCC and other countries can draw insights and lessons can be learned.

The LCDS is currently in the implementation stage and is being supported by the Guyana – Norway partnership through which Guyana can earn up to US\$250 Million by 2015 in performance based payments for avoided deforestation. Guyana's LCDS represents the world's first national stage (country wide) REDD+ initiative and, hence, stands out as a model for other countries to follow. The benefit of this initiative is both local and global giving the higher external benefits of forest conservation on a global scale.

Since the launch of the LCDS in 2009, the importance of multi-stakeholder involvement in all stages of LCDS implementation was demonstrated. In fact, the Government of Guyana (GoG) recognized that the long term success of the LCDS is ultimately dependent on broad-based support at the national level and from June to August 2009, there was an intense nationwide consultation and awareness programme to provide information and seek inputs from stakeholders. This process was guided by a conceptual process framework developed by the LCDS Multi-Stakeholder Steering Committee (MSSC) which in particular, outlines the key principles and articles enshrined in the Constitution of Guyana (2003) that framed the national stakeholder process.

Recognizing the vulnerabilities of the country to climate change and the importance of the forest dependent peoples to maintain and sustain their livelihoods, the long term success of the LCDS is highly depended on an inclusive process of multi-stakeholder engagement and consultation, enabling the participation of all Guyanese stakeholders at all stages of the process.

Initial efforts on communications and stakeholder engagement were widely seen to be highly successful – according to a report by the IIED, about 10% of Guyana's population took part in LCDS discussions and consultations. This is widely seen as one of the highest penetrations of a low carbon, or green growth, development strategy, anywhere in the world. However, in recent years a lack of accessible financial resources has meant that communication capabilities have not continued to be developed. General public awareness, including in impacted communities and among national stakeholders, is not as high as it could have been. It is not generally known that resources sourced from Norway's payments are now flowing in communities across the country, or that significant national resources have been used to progress the LCDS.

To address low public awareness both internationally and within Guyana, two consultancies will take place. A local communications and outreach consultancy will enhance communications capabilities and encourage fact-based national discussion on the LCDS in a way that is accessible to, and inclusive of, a wide variety of stakeholders within Guyana. Parallel to local communications and outreach activities, an international outreach and communications consultancy will be carried out to provide information to global audiences and increase

international awareness of Guyana, the LCDS and progress made under the Guyana Norway Partnership.

Given the current and expected increase in the global attention that the LCDS and Guyana receive, there is a need for Guyana to be able to provide international stakeholders – including governments of other forest countries, potential international partners, global non-governmental organisations, the private sector and media – with accurate and timely information, inclusive of sharing lessons and experiences. This is particularly important as the international community seeks to reach a global climate agreement in 2015.

2. Scope of Service

The objectives of the LCDS Outreach Programme include increasing the communications capacity necessary to build better global understanding of Guyana's LCDS as well as efforts on REDD+, and its relevance to, and impact on, the international climate change agenda.

The overarching goal of the proposed assignment is to strengthen Guyana's international climate change networks by providing factual information on the country's achievements and goals with regards to sustained, low carbon development. More specifically, the assignment aims to increase international awareness on the LCDS within targeted audiences, demonstrate the results achieved under the unique Guyana-Norway Partnership and help attract wider global support to Guyana's continued efforts to address climate change and stimulate low carbon development.

To achieve these goals, a professional communications firm will be engaged to execute activities, such as identifying relevant international fora and communications channels, providing materials and preparing a communications strategy and plan to build longer term communications capacity within Guyana to address target international audiences.

The Communication Firm will support the effective execution of the communication strategy by preparing a set of communications materials and using various tools to communicate the targeted international audiences on the importance and benefits of the LCDS. The assignment will also support dissemination of factual information, including collaboration with international media, by providing assistance in packaging information and developing evidence-based responses to address any prevalent misinformation within the public domain on LCDS and Guyana-Norway Partnership.

3. Profile of the Communications Firm

Qualifications/Experience — The Firm must demonstrate expertise in Communication, Journalism, Public Relations or relevant field and equivalent professional work experience in the communications area, or substantial proven experience in development and implementation communications strategy at the international level of more than 5 years. The Firm must demonstrate strong expertise in the climate change field and related areas; and must have professional experience

working with international climate change bodies, civil society, private sector and public authorities in designing and implementing environment and/or climate change-related outreach and communication campaigns. Experience with international climate partnerships and proven track record of positively influencing decision makers and public sector bodies on climate-related issues will be considered an asset.

- i. **Skills and Abilities** – The Firm must demonstrate excellent oral and written English and the ability to communicate and articulate ideas in a clear and concise style. Strong working knowledge of natural resources management, land use sectors, climate change and REDD+ policies is required. The ability to produce high quality printed materials and other communications tools must be demonstrated.
- ii. **Technological Awareness** – Ability to utilize various technologies and media to effectively prepare tailored materials and communicate ideas to specific audiences.
- iii. **Adaptive Approach and Innovation** – The Firm must be able to adapt its style/approach to specific contexts and to be able to present information using novel methods via international networks tailored to target international medias, mass-media and focused forums, such as environmental journals, climate conferences and key players in the field.

4. Activities

Under the guidance of the Head, Office of Climate Change (OCC), the activities would involve:

- i. Identify key players and relevant international fora for information dissemination and knowledge sharing;
- ii. Review and analyse the current state of international awareness of the LCDS, Guyana REDD+ Investment Fund (GRIF) and the Guyana-Norway Partnership, with considerable focus on the audiences identified during the previous step;
- iii. Develop an integrated international communication mechanism to stimulate the international focus groups' awareness of the unique nature of the LCDS and the Guyana- Norway Partnership together with sharing lessons learnt, experiences, success stories, and demonstrating its local and global benefits. To support this, prepare and package the lessons and success stories from different perspectives, and present stories on Guyana's LCDS, including how it has helped Guyana to maintain low deforestation rates, expand the use of clean energy, low carbon development and climate resilience at the same time as supporting national development
- iv. Design and develop new communication and awareness materials, including, but not limited to, the following: articles and press releases, brochures, case studies, videos (focusing on prominent local and international figures), infomercial, globally oriented LCDS Newsletters. Ensure that the awareness and education materials are suited or

are tailored for targeted audiences; and establish appropriate systems to support its effective and efficient development and dissemination such as designing innovative ways of reaching the target audience internationally using a required combination of tools and various forms of media;

- v. Design and prepare information and marketing material on the LCDS and the Guyana-Norway Partnership to be used to address policy makers, civil society representatives, development and climate change professionals and public audience attending international events, such as climate conferences. The material should include a set of Power Point presentations, posters, booklets and other relevant material;
- vi. Develop a communications stream through to the United Nations Climate Change Conference in Paris in December 2015, highlighting major events, experiences and achievements under the LCDS and Guyana-Norway Partnership, which will include, but not be limited to:
 - a. Timely communications on achievements and lessons learnt from the LCDS and the Partnership
 - b. Set of communications around the development of the current partnership, including forthcoming payments and revised LCDS and information about possible future Partnerships
 - Guyana's achievement with regards to UNFCCC initiatives and other international efforts to address climate change
 - News around LCDS projects of high international interest, such as Amaila Falls Hydropower Project, biodiversity centre, etc,
 - Publication of a revised LCDS strategy document
- vii. Assist in the popularization of technical language on climate change, the LCDS and REDD+ so that communications and media releases will be understood (and read) by a larger international audience;
- viii. Using information gathered from previous tasks, develop an effective communications strategy and plan to longer term communications capacity within Guyana to address target international audiences;
- ix. Provide relevant input into the preparation of a Biennial Work Plan;
- x. Collaborate with the consultancy responsible for national outreach, education and communication on the development of selected materials.

5. Deliverables

- 1. Target relevant audiences and provide material for:
 - a. An initial communications stream that consists of a set of articles, press releases and other materials that describes the Partnership and explains the achievements in an understandable manner. The initial communication aims at:

- i. increasing general interest and knowledge of Guyana;
- ii. describing the uniqueness of the scheme and its accomplishments;
- iii. highlighting its value to the world by explaining how the scheme can be leveraged as a model for other countries and provide a basis for international climate agreements and;
- iv. describing the ambitious plans to move forward;

b. Follow-up actions and materials that target to respond to questions and doubts by providing relevant factual information and citing detailed examples. Providing support in writing real-time responses to press events will also play an essential role during this stage;

The goal is to develop a package of materials that clearly describes the globally relevant accomplishments and goals of the partnership. This package will be used to help enlist the support of key policy makers, academics and other players to become climate "ambassadors" for Guyana, who can then serve to increase awareness about Guyana's model and its importance to the larger REDD+ and climate change agenda.

2. Communication materials to support implementation of strategy and the other components of the Information and Consultation Project; the specific number and type of materials will be finalized with the GoG on review of the work plan and prior to the approval of the deliverable. The materials will likely include print articles, short television segments, posters, factual booklets, presentations and other materials for mass media and to support interpersonal exchange of information during climate conferences, meetings and other events;
3. A Communications Strategy and Plan to build longer term communications capacity within Guyana to address target international audiences and increase awareness on the LCDS;
4. Inception, Mid-term and Final Reports;
 - a. The Inception Report will comprise a detailed work plan and methodology for the successful completion of this assignment.
 - b. Based on the approved work plan the Mid-term and Final Reports will include:
 - v. Analysis of the key audience and international fora, including an assessment of the current state of awareness of the LCDS, the GRIF and Guyana-Norway Partnership within the targeted audience.
 - vi. Assessment of the current global communication mechanisms in place within key sectors, and a profile of the target audiences;
 - vii. Development of a system to effectively communicate the LCDS internationally through various mediums; and
 - viii. Media profiles of specified target audiences to communicate the LCDS.

6. Execution and Supervision

The Communications Firm will report to, and be supervised by, the Client's Coordinator, or other person designated by the Head.

The Project Management Office (PMO), of the Office of the President is the Government of Guyana body responsible for managing the development and overseeing the implementation of all projects funded by the Guyana REDD+ Investment Fund (GRIF). As such, the PMO will maintain an oversight role with respect to this project.

Annex B
Breakdown of Costs

(1) Summary of Costs

Item	Cost (currency / US\$)
Cost of the Financial Proposal	
Including:	
(1) Remuneration	203,010
(2) Reimbursable	46,500
Total Cost of the Financial Proposal (Contract Ceiling)	249,510

(2) Breakdown for Remuneration of Staff

	Position	Name	Rate (per month/day/ hour in currency)	Time spent (over duration of contract)	Total (currency / US\$)
	Key Experts				
K1	President	Tad Segal	\$300	120	\$36,000
K2	Vice President	Elizabeth Curwen	250	162	40,500
K3	Senior Advisor	Peter Paul van de Wijs	250	90	22,500
K4	Account Manager	Katie Sarro	185	390	72,150
	Non-Key Experts				
N1	Account Director	Sam Wineka	195	60	11,700
N2	Ruya Norton	Ruya Norton	105	192	20,160
N3	Sub-total (1)				\$203,010

(3) Breakdown for Reimbursables⁶

	Rate	Unit	Total (currency / US\$)
(a) International Travel	\$ 3,000	7	\$21,000
(b) Local Transportation	\$1,000	6	\$6,000
(c) Production of Communication Materials			
i. Videos*	\$12,000	1	\$12,000
ii. Graphic Design	\$ 7,500	1	\$7,500
Sub-total (2)			\$46,500**

*All production expenses are billed at cost with no markup

** Any unspent funds will be used to supplement consulting

⁶ Includes expenses for international travel, local transportation, per diem, communications, reporting costs, visas, inoculations, insurance, routine medical examinations, porter fees, in-and-out expenses, airport taxes, and other such travel related expenses as may be necessary; reimbursable at cost with supporting documents/receipts.

Annex C**Consultant's Reporting Obligations**

	Deliverable	Deadline for Submission
1	Inception Report To comprise a detailed work plan and methodology for the successful completion of this assignment	30 March, 2015
2	An initial communications stream that consists of a set of articles, press releases and other materials that describes the Partnership and explains the achievements in an understandable manner.	15 May 2015
3	Communication materials to support implementation of the Strategy and the other components of the Information and Consultation Project	1 April, 2015 through 31 July, 2015.
4	A Communications Strategy and Plan to increase awareness on the LCDS at the international level	15 June 2015
5	Final Communications stream that consists of a set of articles, press releases and other materials that describes the Partnership and explains the achievements in an understandable manner.	15 May, 2015 through 31 July, 2015.
6	Video for local and international release	1 April, 2015 through 31 July, 2015
7	Mid Term Report	15 May, 2015
8	Final Report i. Analysis of the current state of the LCDS public awareness, stakeholders' engagement and communication initiatives; ii. Assessment of the current communication mechanisms in place within key sectors , and a profile of the target audiences; iii. Assessment of community-specific outreach activities being conducted by different GoG Ministries and Agencies on the LCDS and related issues iv. Development of a system to communicate the LCDS both internationally and domestically; and v. Media profile of specific target audiences to communicate the LCDS.	15 July, 2015

Annex D
Consultant's Technical and Financial Proposals

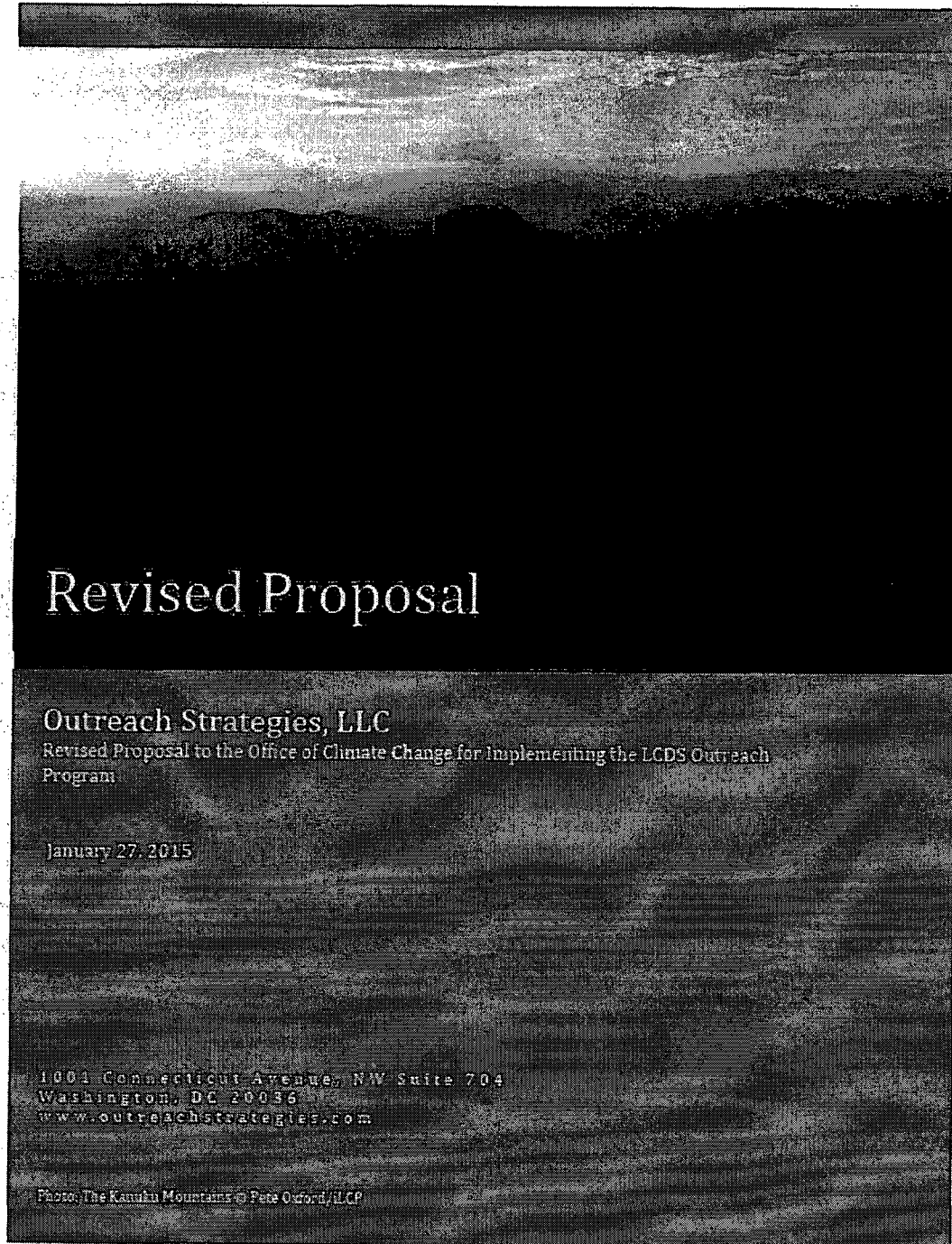


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Current Assignments	Error! Bookmark not defined.
Key Personnel	Error! Bookmark not defined.
Tad Segal	Error! Bookmark not defined.
Elizabeth Curwen	Error! Bookmark not defined.
Peter Paul van de Wijs.....	Error! Bookmark not defined.
Katie Sarro.....	Error! Bookmark not defined.
Sam Wineka	Error! Bookmark not defined.
Ruya Norton	Error! Bookmark not defined.
Client References	Error! Bookmark not defined.
Roger C. Dower	Error! Bookmark not defined.
Leonard (Lenny) Steinhorn	Error! Bookmark not defined.
Timothy J. Mealy.....	Error! Bookmark not defined.

Description of Outreach Strategies

Outreach Strategies (OS) is a communications and public affairs firm dedicated to designing and implementing successful programs that promote positive change on large-scale environmental and natural resource challenges. Operating at the intersection of business, policy and public engagement on national and international levels, we bring decades of experience to developing and executing winning communications strategies that resonate at the global, national and local level.

We have worked closely with the Government of Guyana first in helping to announce and release information about a major payment from Norway. Later, OS helped develop strategy around the release of a report from Rainforest Alliance that was critical of the implementation to date. In addition, OS has worked with the Government to provide strategy and counsel around the Amaila Falls project.

OS has also worked closely with the Government of Norway, providing strategic consulting services to NICFI in various contexts and on various projects, including releasing major reports at COP-18 focused on the science of deforestation discovery, as well as other aspects of NICFI's mission.

The OS Team has "been there." We've led successful communications, advocacy and policy campaigns around some of the most complex and contentious environmental issues in recent years. We've integrated government relations and grassroots programs. We've counseled clients through crises. We've built broad business coalitions and managed effective advocacy campaigns at both the national and international levels.



OUTREACH STRATEGIES

Our Approach

Overview

In a landmark 2008 speech by then President Bharrat Jagdeo, Guyana set forth its vision for how forest countries can align their development aspirations with the global need to combat climate change and significantly contribute to reduction of greenhouse gas emissions from deforestation.

Guyana went on to launch a Low Carbon Development Strategy (LCDS) in 2009, setting forth a vision and plan for transitioning to a new economy. In the ensuing five years, Guyana has made significant strides in establishing itself as *the* global model for green growth and successful REDD+ initiatives. In fact, if Guyana's approach to low carbon development were to be replicated globally, it is estimated that a 50 percent reduction in global deforestation rates could be achieved for less than 25 billion Euros, total.

A major aspect of Guyana's LCDS is a long-term, performance-based agreement with the Government of Norway. The Guyana-Norway Partnership agreement was memorialized in a 2009 Memorandum of Understanding between the two governments in which each committed to "working together to provide the world with a relevant, replicable model for how REDD+ can align the development objectives of forest countries with the world's need to combat climate change."

The partnership between Guyana and Norway is the most sophisticated interim REDD+ agreement in the world, and second only to Brazil in actual dollar amount. It has been designed to demonstrate that:

- The world's forested countries can provide meaningful climate services to the global community;
- The problems of pursuing low-carbon development in developing countries, even while traditional extraction economies remain more lucrative, can be solved; and
- REDD+ and LCDS can be globally replicated and scaled.

Since the partnership's inception, Guyana has continued to play a meaningful and significant leadership role in the international effort to address climate change through avoided deforestation. In September 2012, former President Jagdeo spoke at the IUCN World Congress in Jeju, South Korea, where he emphasized that "while a global climate agreement remains elusive, nature-based solutions such as REDD+ are increasingly being recognized as urgent priorities for affirmative climate action," and that the work Guyana is doing through its LCDS and the Guyana REDD+ Investment Fund (GRIF) is serving to identify and address issues around making REDD+ work effectively.

Guyana has embedded its REDD+ activities in its LCDS and committed to this effort at the highest level of government. The LCDS sets forth aggressive targets in its roadmap to transitioning Guyana to a new economy, including:

- The world's lowest deforestation rates and highest forest maintenance targets - 99.5 percent of the forest maintained;
- Meaningful investment in the new 21st century economy, including social investments, small business development and adaptation coupled with larger scale investments; and
- Strengthening forest governance and related capabilities, as well as safeguarding and promoting the rights of indigenous and other forest-dependent peoples who reside in or near the forest and are traditionally responsible for its conservation.

If successful, LCDS will see Guyana voluntarily deliver greater greenhouse gas emissions reductions than almost any other country in the world, sustain one of the world's lowest deforestation rates and possibly become the highest user of clean energy in the world by 2017.

Situation Analysis

Since 2009, Norway has been contributing to Guyana's efforts to enhance economic development while maintaining over 99.5% of its 185,000 square kilometer forest. Despite significant barriers to success early on, Guyana has received \$150 million in payments since the inception of the partnership. With payments now flowing—including the recent deployment of \$80 million transfer from the Norwegian Government to the Inter-American Development Bank for the Amaila Falls Hydro Project—Guyana is well positioned to continue to advance the LCDS.

2015 will present a unique opportunity for Guyana to more effectively communicate, leverage and garner international support for its Low Carbon Development Strategy as a model for incentivizing decreased deforestation. With world leaders preparing to convene in Paris in December 2015 in hopes of reaching a global climate agreement, the Government of Guyana is presented with two key opportunities:

- Showcase Guyana and the LCDS as a scalable, replicable model from which the global community can draw insights; and
- Drive REDD+ issues deeper into the international climate agenda leading up to and beyond the Paris COP21 meeting by elevating the importance of decreased deforestation in the context of ecosystem services and the "pay for performance" model.

We have observed through our past work with Guyana that the country has achieved some remarkable accomplishments through its LCDS. At the same time, we've also observed that

the real story of Guyana's exemplary work on LCDS is failing to be told via the traditional news media, social media, external stakeholders and even within the Government itself. Simply put, the news is just not getting out there.

Reasons for this largely stem from a general lack of communications capacity around the LCDS in terms of people, knowledge, information, and tactics – the suite of communications tools that could assist in this situation. This has resulted in mischaracterization or at times, outright misinformation, being spread about the program generally—both within Guyana and to key stakeholders externally. This problem is compounded by a national and international media that are interested in sensational and/or controversial content.

From our unique vantage point working directly with global companies, NGOs, governments and organizations of multi-national corporations, OS believes that Guyana should be enjoying significantly higher visibility and better reputational recognition for the good work it is doing around the LCDS.

Strategy

Leading up to the United Nations Climate Change Conference in Paris in December 2015, certain segments of the NGO community, governments, the private sector and other civil society actors will be looking to incorporate REDD+ into the negotiations in a meaningful way. These dialogues will take a variety of forms and formats.

Our strategy for international engagement is to leverage the discussion around REDD+ initiatives as a primary imperative to solving the climate challenge. We will then position Guyana as the sine qua non for REDD+ “done right” – particularly avoided deforestation. We will further elevate the visibility of Guyana's LCDS program by accurately positioning it as *both* a REDD+ story and a development story, since the natural outcomes of one reinforce the other.

By branding Guyana as the place where REDD+ is having the greatest impact, we will also be able to showcase the country's LCDS and foreign pay-for-performance investment as a model that can and should be replicated across numerous forested nations with the support from the developed world. This allows us to engage in both storytelling about Guyana while simultaneously engaging in the broader policy debate that will be central focus leading up to Paris.

Objectives

The following objectives will guide our engagement:

- Liaise with local consultants in Guyana, OCC and others as appropriate to build an inventory of existing communications assets related to LCDS, the GRIF and the Guyana-Norway Partnership that demonstrate their positive impact on local communities and Guyana's forest environment;

- Develop strong messages and a consistent narrative that defines Guyana's LCDS strategy and implementation as an example of best practice in the eyes of the global community;
- Showcase Guyana as a model for avoided deforestation to key stakeholders including the governments of forest countries, foreign investors and investment banks, and the larger international community; and
- Create and support the execution of a communication strategy and toolkit to build long term communications capacity in Guyana.

Inception Report and Communication Strategy

Outreach Strategies will conduct preliminary analyses of the issue landscape, which will then inform the communication strategy and activities.

Analysis

Site Visit to Guyana

OS will kick off our engagement with the OCC with a site visit. Our team will include the strategic lead, as well as messaging and content specialists, who will be collecting information, data points, photos and video, and notes about the positive impact of the LCDS, the GRIF and the Guyana-Norway Partnership on local communities and the country's forest environment. We will be gathering information that can be used to develop strong narratives that support the broader communications strategy.

We will want to allocate sufficient time to speak with as many people involved in various aspects of the project so we have as much source material as possible to tailor messaging for specific audiences, as identified in the Communications Plan.

Communications Inventory

A communications inventory is a quick and simple exercise to establish a baseline understanding of the current state of communication materials and international awareness of LCDS, GRIF and the Guyana-Norway Partnership. OS will be able to complete this inventory within a two-to-three week period after engagement. A basic inventory is a useful first step in identifying what aspects of LCDS are being communicated—and by whom—and provides insights into avenues that should be retained, strengthened, changed or eliminated.

The inventory typically provides an assessment of the adequacy of the existing communications assets. In addition, an inventory will identify resources, methods, strategies and tactics to fill any gaps that may be identified (Gap Analysis). It will also identify particular strengths and make recommendations about how these strengths can be leveraged to greater effect.

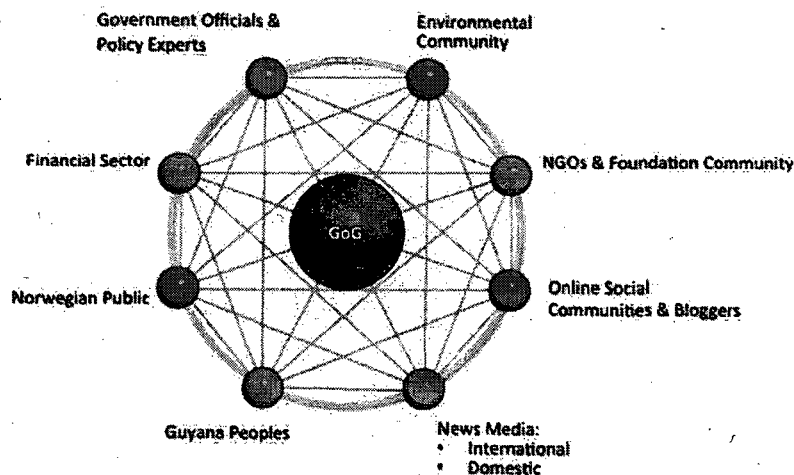
The inventory will quickly deliver a set of recommendations and action items that should be taken into account when developing and revising the communications strategy and work plan.

Audience Mapping and Segmentation

There are several critical international audiences that should be identified that will likely impact the uptake and perception of the campaign. Each of these audiences has a unique interest in the LCDS and a different perspective on the value and benefits, and each segment must be addressed with targeted communications and messages.

At OS we employ a simple methodology for mapping stakeholders based on two critical factors: their relative ability to impact the perception of the LCDS (positively and negatively), and their relative influence over other audiences. In a process to be conducted in parallel with the communications inventory, we will examine each individual audience segment and ensure we reach that audience and target messages to them effectively. Some of those audiences include:

- International environmental community
- International NGOs, particularly Conservation International and Rainforest Alliance
- Governments of forest countries
- Global corporations
- International media
- UNFCCC
- IDB: Executive Directors and Senior Management



Ally Recruitment and Third Party Enlistment

There are various pro-REDD+ supporters globally who have credibility and can speak to the successes of the LCDS "model" and its potential replicability in other international environments. There are also multiple beneficiaries of the REDD+ program in Guyana whose stories will be critical to demonstrating the program's success.

OS will leverage our own relationships within the global environmental community to enlist respected experts and liaise with in-country allies and supporters for commentary on the program. These third-party validators will be asked to issue positive statements in support of Guyana's REDD+ LCDS commitments and also to directly rebut criticisms leveled against the program.

Communications Plan

Outreach Strategies will develop a Communications Plan to leverage the opportunities and navigate any challenges identified in the analysis phase. The Communications Plan will include the following elements:

- **Strategy** - a discussion about how the effort will succeed and why we have selected a particular approach.
- **Objectives** - the key outcomes we expect to achieve from the concerted effort as a whole.
- **Communications Inventory Results** - recommendations and tactical implementation of changes in both process and materials that are discovered through the communications audit process
- **Audience Targeting** - an actionable set of audiences we plan to target as a result of our audience analysis and segmentation work.
- **Message Platform** - a consistent set of messages and a variety of message documents that result from our work on messaging.
- **Implementation Plan** - a description of how the work will be implemented on a month-to-month basis.
- **Editorial Calendar** - a detailed living document that captures upcoming events and activities that will drive the implementation of a large section of the work as well as any potential additional events we may want to organize

Our approach to developing a communications plan is to first aggregate all of the information collected through the items listed above and then wrap them into one consistent and highly usable living document. This then becomes our touchstone and go-to resource for the operation of the entire campaign.

Midterm Report and Activities

Following OCC's approval of the communications plan, we will continue to build on the initial analysis and conduct the following activities:

Message Platform and Narrative Development

To date, there has been a large amount of misinformation and confusion surrounding the LCDS generally. Creating crisp, clear and effective messages is one of the most important communications exercises the Government of Guyana can undertake. There are a wide variety of message development methodologies and platforms, but the view of OS is this: the more simple the process, the clearer the ultimate messages that are developed. In addition, message development must take into consideration the findings of the communications inventory mentioned above. Sound message development strategies should include a review of:

- Existing messages (whether these are proactively delivered by Guyana or defined by others)
- The existing landscape and communications ecosystem (including the negative messages from critics) and how this is impacting Guyana's ability to deliver its own positive messages
- A basic understanding of what the international community knows and feels about the LCDS (and its related initiatives), its mission and its messages
- What key stakeholders are experiencing through their interaction with Guyana
- What key stakeholders believe are the existing messages from the Government (which may differ from the messages that the Government believes it is sending)

Specifically, we envision a matrix of messages on different topics: scientific (related to the deforestation impact); economic (related to how the Government of Guyana is helping create new economic catalysts for the country); and financial (related to the potential for the REDD+ program to be an important component of the carbon-trading marketplace).

Therefore, it is incumbent on this campaign to develop and deliver, in cooperation with local consultants, clear and compelling messages that resonate with distinct audiences. Most importantly, these messages must position Guyana as an example of best practice in incentivizing and creating economic value through reduced deforestation.

These messages will be shaped into a comprehensive narrative that clearly and succinctly tells the story of the REDD+ success, and blunts criticism with facts and anecdotal evidence. This narrative will enable us to craft specific storylines by audience segment so we maximize the connection and the resonance for each audience by highlighting those points that matter most to them.

Materials Review and Production

Following the inventory of existing materials used to explain the LCDS, we will create new materials, or revise existing materials, as needed. Material explaining the LCDS is a critical component to a successful campaign. Material and production means the written material as well as the designed logos and visuals that tell the story of the LCDS. Key materials should include:

Press Releases

We will develop press releases related to the LCDS generally as well as when benchmarks are met, after relevant events, and at other critical points. The idea is to continue to provide new information that allows audiences to take another look at what is going on with the LCDS in a timely and consistent manner. We must create a drumbeat of news and information.

Op-Eds and Letters to the Editor

An important strategy for helping the international community understand the successes of LCDS will be generating op-eds and letters to the editor for international media sources. We will write op-eds from key international experts and voices in the nation and will be prepared to quickly write letters to the editor responding to news articles and editorials that factually misrepresent the LCDS.

Infographics

It's critical that we have easy-to-understand visuals on what the LCDS is and the implications of its goals and successes. Infographics are useful for online, print, and other communication channels.

Explainer Document

For meetings with stakeholders, the media, and key external parties, we need a document that plainly explains what the LCDS is about and what it means for Guyana. This can also be used on the website. The explainer document could have several formats, including a longer format document that includes a significant amount of information (10-12 pages) for those needing details to a two-pager for more basic understanding.

Information Tool Kit

To engage a variety of international audiences, we'll create an easy-to-use "toolkit" that will facilitate discussion of LCDS as a replicable model in various international fora. This "toolkit" will include instructions on how to talk about the LCDS, how to engage in relevant external meetings and events, and other ideas to engage international audiences.

Myths and Facts

This document will lay out some of the criticisms and myths surrounding the LCDS and provide countervailing facts. This will be a crucial document that we'll want to make widely available.

Talking Points (internal)

For leaders who are speaking on this issue, we need a document that gives everyone the same basic messages to use so everyone is hearing the same thing about the project.

Q&A (internal)

To have clear and simple answers to the "tough questions," we'll create a Q&A document for people speaking on the LCDS to be prepared to answer questions clearly and with comfort.

Emails

We will want to create and curate an email list of influential targets. This list should be updated regularly and can be used to blast out information on a regular basis about the LCDS.

Earned Media Outreach

OS will engage in a proactive and opportunistic earned media campaign to tell the story of Guyana's LCDS as a model for other forested nations to follow and showcase the development benefits that have been created as a result of the strategy thus far. We will focus on media outlets that have the strongest connections to our target audiences. These outlets should include a range of channels, including print, broadcast, online, radio, etc.

The earned media campaign will take a two-pronged approach that will be executed simultaneously:

- Proactively telling Guyana's low carbon development story by leveraging unique and compelling stories at the local level to drive international coverage
- Monitoring and identifying trending stories where we can insert Guyana into the coverage as an example of where REDD+ is having positive and beneficial impacts

Media Partnerships

It is essential that we identify and partner with a set of highly-respected, international media outlets to raise Guyana's profile and reach the target audiences in a meaningful and

impactful manner. This will help the international community understand the importance of the LCDS, its challenges, benefits, and ultimately its importance to the future development of the country and potential replication of similar efforts as related to REDD+ and other aspects of LCDS.

We believe organizations such as National Geographic, one of the largest nonprofit scientific and educational institutions in the world, and UK-based international multimedia platform The Guardian could be ideal potential partners for Guyana.

In addition, it will be imperative to monitor news media coverage of the LCDS in real time and to immediately respond to factually incorrect reports or commentary. This sort of fact checking and rapid response to misinformation will help ensure that the facts get out and that misinformation is not allowed to dominate the discussions.

Social Media

The global community that cares about REDD+ issues is highly connected through digital and social platforms, and it is essential for GoG to engage stakeholders directly through these channels, which operate on a 24/7 basis, are highly viral (allowing for the rapid worldwide sharing of both factual and misinformation), and can influence opinion and perceptions even though the content (and the communicator) is not always "validated."

The main digital platforms we must monitor and engage include Twitter, Facebook and Google Plus, along with other localized or narrow web-based platforms that serve specific communities. High authority bloggers (defined as those with a large and/or influential following who are also cited by the news media) will be targeted in the same way we are targeting news media outlets. The content will be based on our core message narrative and supported by facts and data that is packaged specifically for web-based distribution.

OS will manage online stakeholder engagement through a coordinated effort involving the following actions:

- Audit of online opinion leaders across all our stakeholder segments, and identification of the most "high authority" bloggers, websites, Twitter accounts, etc.
- Regular monitoring of the online conversation being conducted through these high authority platforms to enable a rapid response from the GoG to a) support commentary that is factual; and b) to rebut or correct misinformation being repeated about the GoG program.
- Feeding high authority bloggers with timely information about the LCDS and offering access to our government and third-party spokespersons. We will bundle bloggers and news media outlets together to ensure they all have access to the same information at the same time.

Validators

As with almost all public campaigns, a critical element will be endorsements by "celebrities" within the country and external stakeholders who enjoy both name recognition and international standing with regard to LCDS and REDD+ issues to take a position on the affairs of the country.

Some examples of these types of individuals include star Guyanese cricket players, international political figures like Kofi Annan, or cultural icons.

Final Report

The Communications Plan will act as a living document throughout the process and will ultimately serve as guidelines moving forward. All messaging developed and collateral produced will assist in building the long-term capacity of the Government of Guyana to continually showcase Guyana and LCDS in the international community.

Budget

Item	Cost \$USD
Cost of the Financial Proposal	Phase I: March 20 – July 31, 2015
Including:	
(1) Remuneration	203,010
(2) Reimbursable	46,500
Total Cost of the Financial Proposal (Contract Ceiling)	\$249,510

Summary of Costs for Phase I (inclusive)

Note: First installment is due at the commencement of the contract. 6 equal installments will be billed in total, at the beginning of each month

Breakdown for Remuneration of Staff

	Position	Name	Rate (per month/day/ hour in currency)	Time spent (over duration of contract)	Total (currency / US\$)
	Key Experts				
K1	President	Tad Segal	\$300	120	\$36,000
K2	Vice President	Elizabeth Curwen	250	162	40,500
K3	Senior Advisor	Peter Paul van de Wijs	250	90	22,500
K4	Account Manager	Katie Sarro	185	390	72,150
	Non-Key Experts				
N1	Account Director	Sam Wineka	195	60	11,700
N2	Ruya Norton	Ruya Norton	105	192	20,160
N3	Sub-total (1)				\$203,010

Breakdown for Reimbursables

Item	Rate	Unit	Total \$USD
International Travel	\$3,000	7	\$21,000
Local Consultant	\$1,000	6	6,000
Production of Communication Materials*	12,000	1	12,000
Videos	7,500	1	7,500
Graphic Design			
Sub-total (2)			\$46,500**

*All production expenses are billed at cost with no markup

** Any unspent funds will be used to supplement consulting